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Approved For Release 2002/09/03 : CIA-RDP78-04718A00060001-9

ER 3-5498

Training 3

MEMORANDUM FOR: Deputy Director (Administration)

SUBJECT: Initial Slotting and Training of Clerical Personnel

1. On 8 September 1952, we submitted a report concerning the operations of the Interim Assignment Branch. This report specifically concerned the new system of assigning personnel directly to the IAB in lieu of initially slotting to operating offices. Inasmuch as the report was a limited one due to the short period of time which the new system had been in operation, you requested a further report of operations through 30 November 1952. This report, therefore, will cover the combined periods of the 8 September 1952 report and of the ensuing three months.

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3. At the beginning of the changeover from slotting directly against office slots to that of slotting against IAB directly, the training available was limited and the demands for release of the employees to the operating offices were extremely strong. As time has progressed, greater and more detailed training has been given and requests to release employees not meeting minimum standards has dropped to an extremely small percentage of those processed.

h. At the present time the following classes are available in the Office of Training for employees assigned to IAB.

- (a) Telephone training
- (b) Geography
- (c) Grammar
- (d) Spelling
- (e) Punctuation and Capitalization
- (f) Shorthand I & II
- (g) Typing I & II

Effective 27 August 1952, stenographers and typists were assigned to all three English classes (c, d, and e above). It was the opinion of the instructors in the Office of Training that refresher work in this field was definitely needed since a lack of fundamentals had been evidenced in both the shorthand and typing classes. At the present time no minimum requirements have been established for English proficiency. The IAB has used the testing "Report of Qualification" profile as a guide for assignment to English classes.

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5. On 18 September 1952, the clerical orientation program was put into operation. Orientation is held twice a week in Alcott Hall on Tuesday-Wednesday and Thursday-Friday. All clerks attend one day of orientation and stenographers and typists attend two days, the second day's subjects being pertinent to work of stenographers and typists only.

6. In October the Personnel Relations branches of PDO and PDC augmented the existing indoctrination program for all new employees, resulting in a formalized program designed to welcome new employees to the Agency and to explain Agency regulations and benefits. Upon conclusion of the indoctrination, each clerical employee has an individual interview with the Placement Officer handling his particular case. The results of these placement interviews have been most successful and have been of considerable aid in improving morale in the IAB. Heretofore some employees were disgruntled and disillusioned about not reporting directly to an office of assignment and were completely unaware of the fact that minimum standards had to be reached before assignment was made.

7. We are attaching, for your information, a chart showing the percentage of stenographers and typists qualified at the time of entrance into the IAB and the additional percentage qualifying at the end of each week.

8. We feel that the new system has the following advantages:

A. The direct slotting against IAB slots has eliminated the constant concern and inquiries by the various offices as to the status and whereabouts of their clerical people and when they would report for assignment.

B. Better placement of employees has resulted due to the fact that adequate time is available to observe an individual's personality and performance while in clerical training. Also more time is available to make necessary adjustments in those cases where employees express dissatisfaction with their proposed assignments.

C. The operating offices are receiving better qualified clerical employees as a result of the training and orientation and, therefore, greater efficiency in performance in the offices should be evidenced. If employees are utilized in the specific fields for which they have been trained, the necessity for refresher work in shorthand and typing should be reduced to a minimum.

D. Assignment of fully qualified clerical employees should save operating offices considerable time since basic knowledge in office skills is obtained prior to assignment.

E. The training and orientation have given the majority of new employees a feeling of confidence and security in filling a new job and has minimized that "new job dread

2
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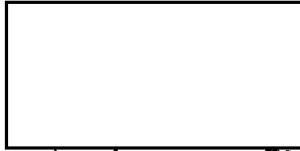
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of first day in a new office" feeling since initial meetings
and mingling with Agency employees are gained on a somewhat
less formal basis in the IAB.

9. The overall program of slotting employees directly to the IAB is progressing steadily but has not reached 100% since urgent priorities directed by higher echelon have necessitated direct slotting from time to time to operating offices. We would like to point out, however, that even in these cases all of the above training and orientation is given before a clerical employee enters on duty in his assigned office.

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W. H. H. MORRIS, JR.
Assistant Director (Personnel)

PDO/JBR:aeg

Distribution:

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Rate of Training Progress of Stenographers and Typists in IAB
from 19 May 1952 to 30 November 1952

1. Stenographers qualifying in typing upon entrance on duty (E.O.D.) and after 1 - 4 weeks training.

| Grade | E.O.D. | 1 week | 2 weeks | 3 weeks | 4 weeks |
|-------|--------|--------|---------|---------|---------|
| GS-3 | 41% | 21% | 13% | -- | -- |
| GS-4 | 52% | 18% | 15% | -- | -- |
| GS-5 | 64% | 12% | 6% | -- | -- |
| GS-6 | 74% | 13% | -- | -- | -- |

2. Stenographers qualifying in shorthand upon entrance on duty (E.O.D.) and after 1 - 4 weeks training.

| Grade | E.O.D. | 1 week | 2 weeks | 3 weeks | 4 weeks |
|-------|--------|--------|---------|---------|---------|
| GS-3 | 39% | 10% | 29% | 6% | 5% |
| GS-4 | 12% | 31% | 25% | 12% | -- |
| GS-5 | 45% | 22% | 12% | 12% | -- |
| GS-6 | 71% | 26% | -- | -- | -- |

3. Typists qualifying in typing upon entrance on duty (E.O.D.) and after 1 - 5 weeks training.

| Grade | E.O.D. | 1 week | 2 weeks | 3 weeks | 4 weeks | 5 weeks |
|-------|--------|--------|---------|---------|---------|---------|
| GS-2 | 0% | 0% | 50% | -- | -- | 50% * |
| GS-3 | 16% | 20% | 22% | 5% | 5% | 8% |
| GS-4 | 18% | 14% | 20% | 5% | 9% | 22% |
| GS-5 | 40% | -- | 20% | -- | -- | -- |

The percentages shown do not necessarily equal 100 since some employees were lost during training through I. & S. disapproval, medical turndowns, changes in job assignment due to not meeting qualification standards and, in the first days of operation under the new system, requests for waiver of minimum qualifications due to urgent needs.

*Only two employees at this grade level during the period.

- 4 -

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NOTE: To AD/P on 12/29/52 from ADD/A as follows:
"It would seem that this is working out
very well and should be continued."

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